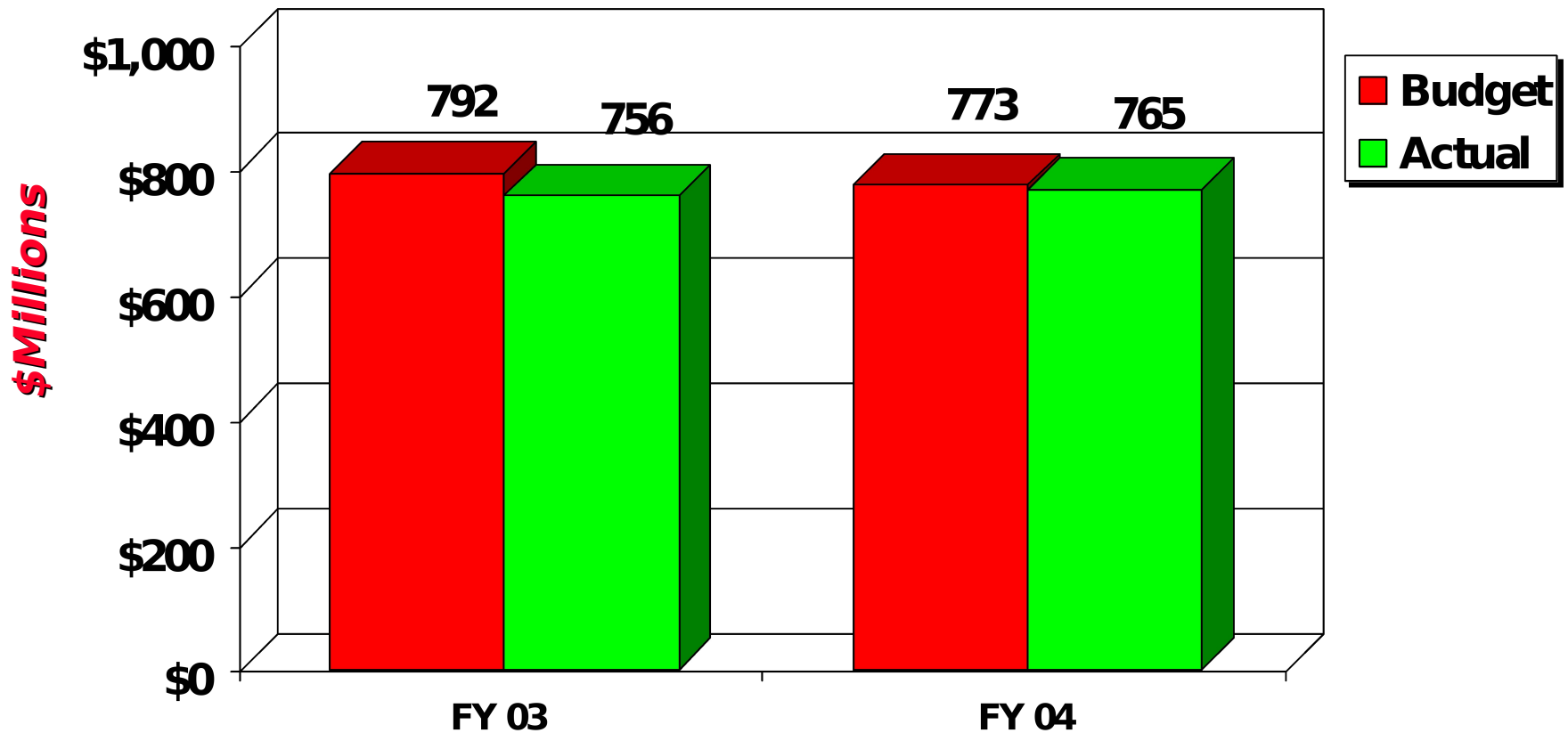


NONAPPROPRIATED FUNDS

***NAF INSTRUMENTALITY (NAFIs)
ACCOUNT STATUS***

Total MWR NAFIs - Worldwide Net Revenue*

FY 03 / FY04 Budget vs Actual

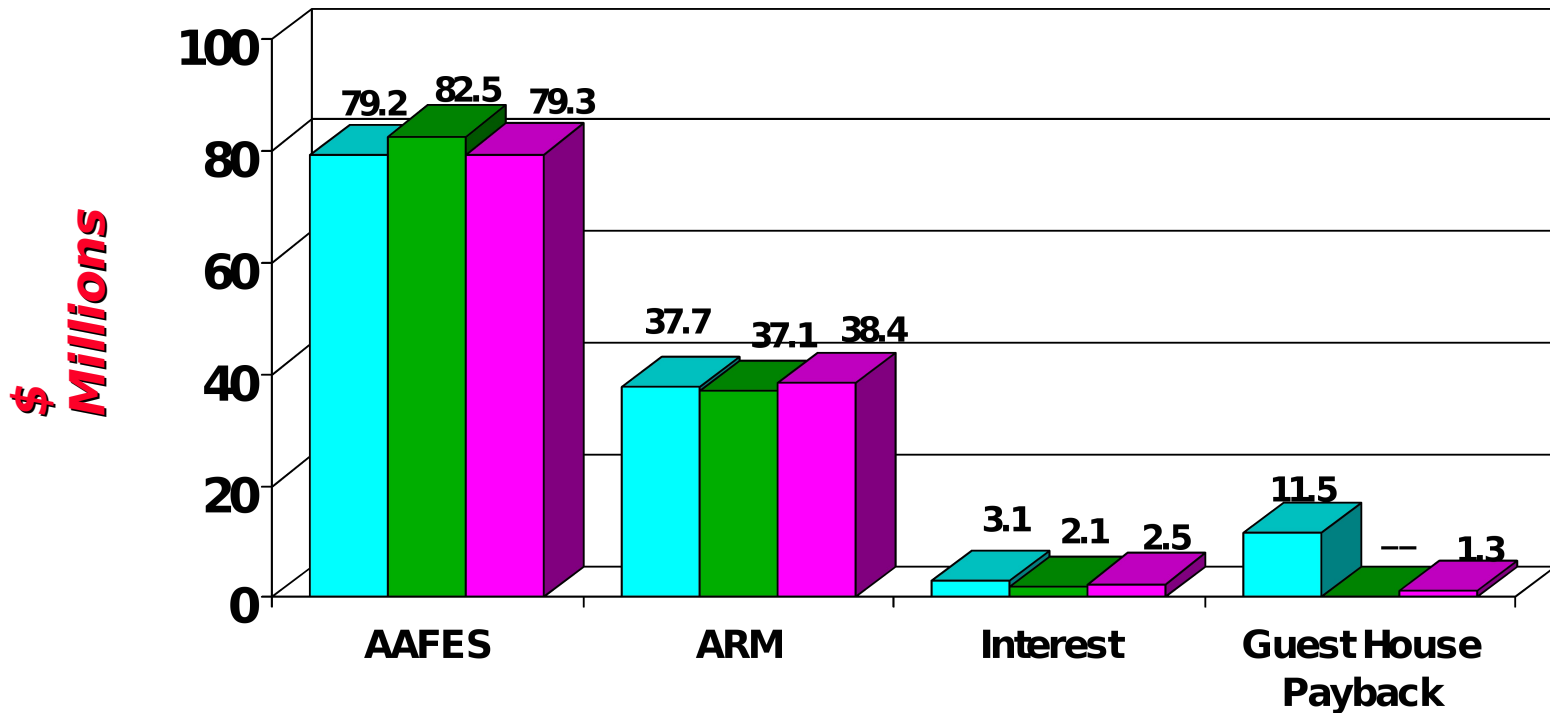


* Revenue adjusted for MWR USA Income

Note: All FY 03 actual data has been adjusted for AAFES error in over distribution in ASD.

Total MWR NAFIs **Non-Operating Revenue** **FY 03 Actual / FY 04 Budget vs** **Actual**

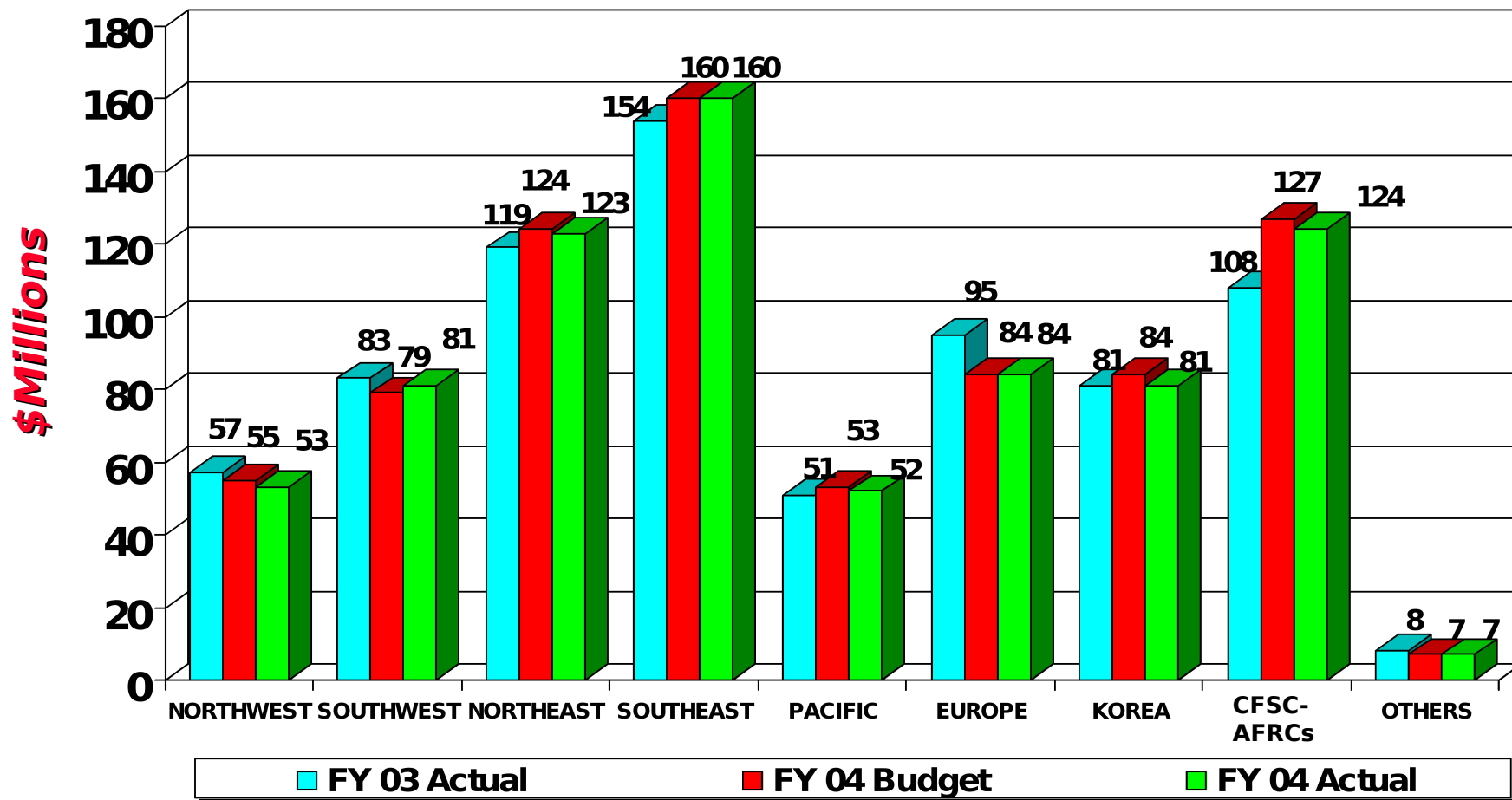
■ FY 03 Act
 ■ FY 04 Bud
 ■ FY 04 Act



Note: All FY 03 actual data has been adjusted for AAFES error in over distribution in ASD.

Total MWR NAFIs - Net Revenue* by REGION

FY 03 Actual / FY 04 Budget vs Actual



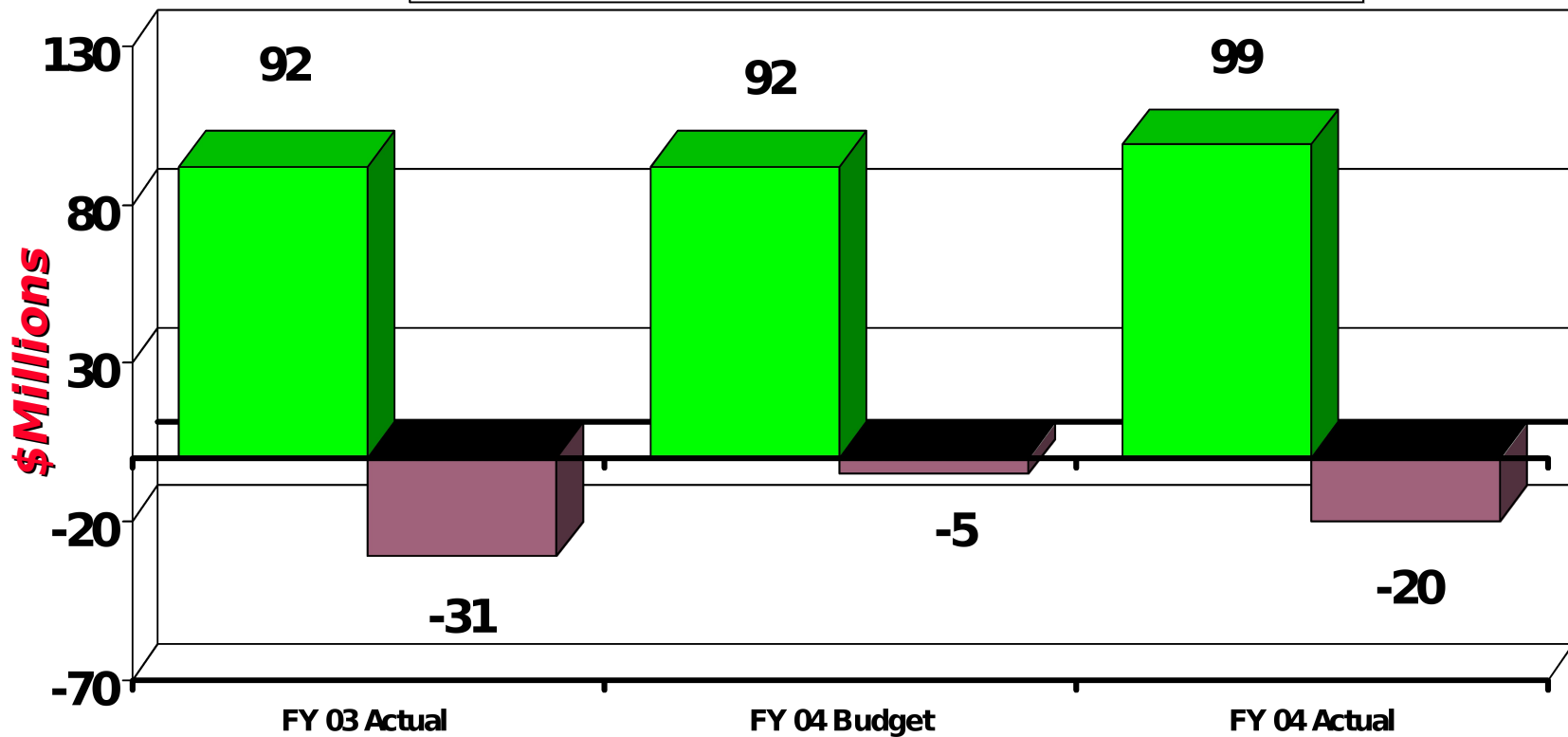
* Revenue adjusted for MWR USA Income

Note: FY 03 actual data has been adjusted for AAFES error in over distribution in ASD.

Total MWR NAFIs - Worldwide NIBD/Net Income

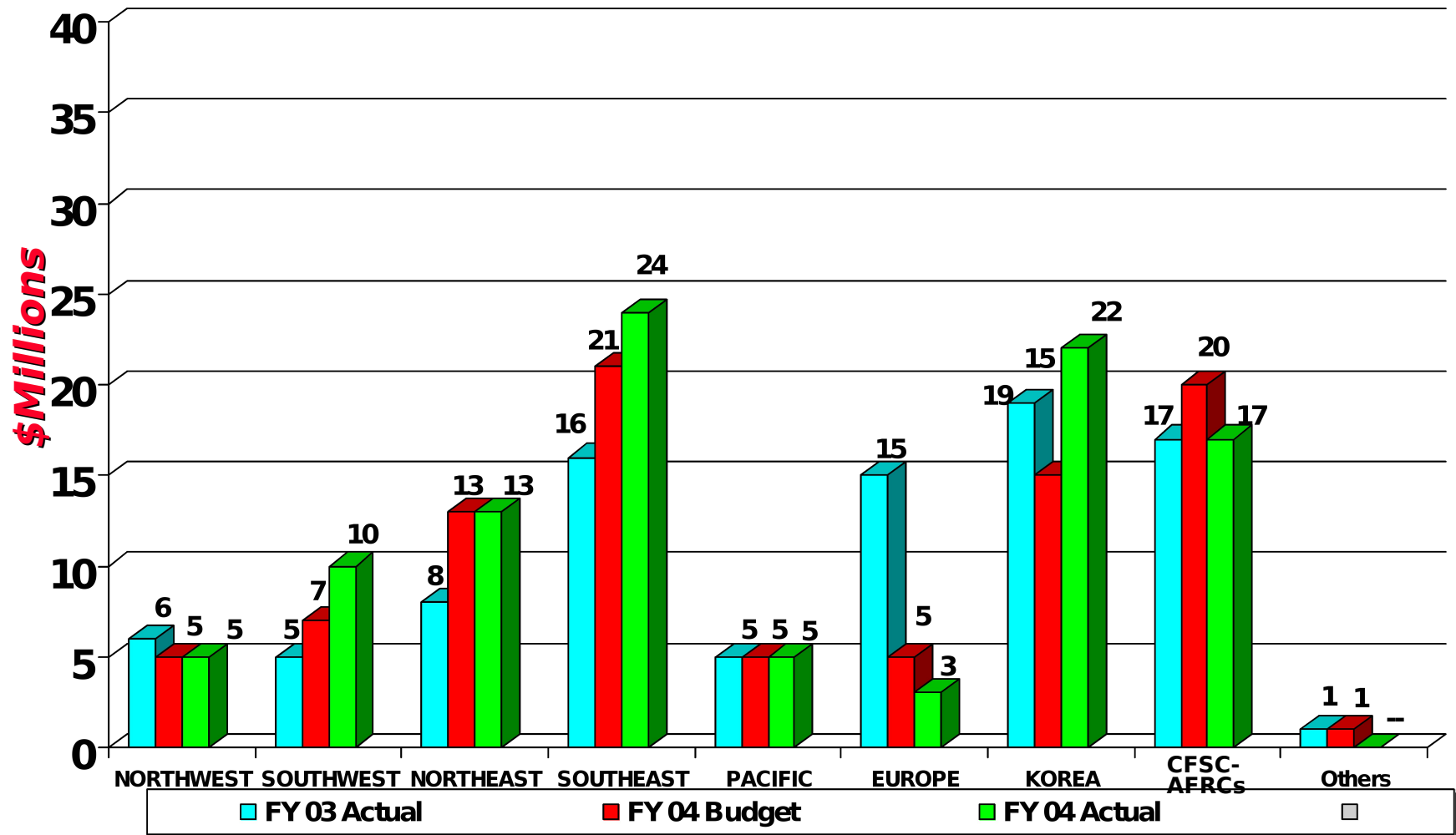
FY 03 / FY 04 Actual

■ Net Income Before Depreciation (NIBD)
■ Net Income/(Loss)



Note: All FY 03 actual data has been adjusted for AAFES error in over distribution in ASD.

Total MWR NAFIs NIBD by REGION FY 03 Actual / FY 04 Budget vs Actual



Note: FY 03 actual data has been adjusted for AAFES error in over distribution in ASD.

NIBD %, By REGION, Versus Army Standard

	*FY 03	*FY 04
NORTHWEST	10.9	9.2
SOUTHWEST	5.9	12.9
NORTHEAST	6.8	10.6
SOUTHEAST	10.2	14.8
DLA	7.8	4.7
Pent Ath Ctr	18.0	5.3
OTHERS**	-71.3	31.3
TOTAL REGIONs W/O ARM DIST	8.4	12.4
PACIFIC	9.2	9.1
EUROPE	15.5	4.2
KOREA	23.7	27.2
CFSC-AFRCs	16.1	13.5
TOTAL REGIONs W/ ARM DIST	16.7	13.8
ARMY TOTAL	12.1	13.0
STANDARD NIBD %	8.0	8.0

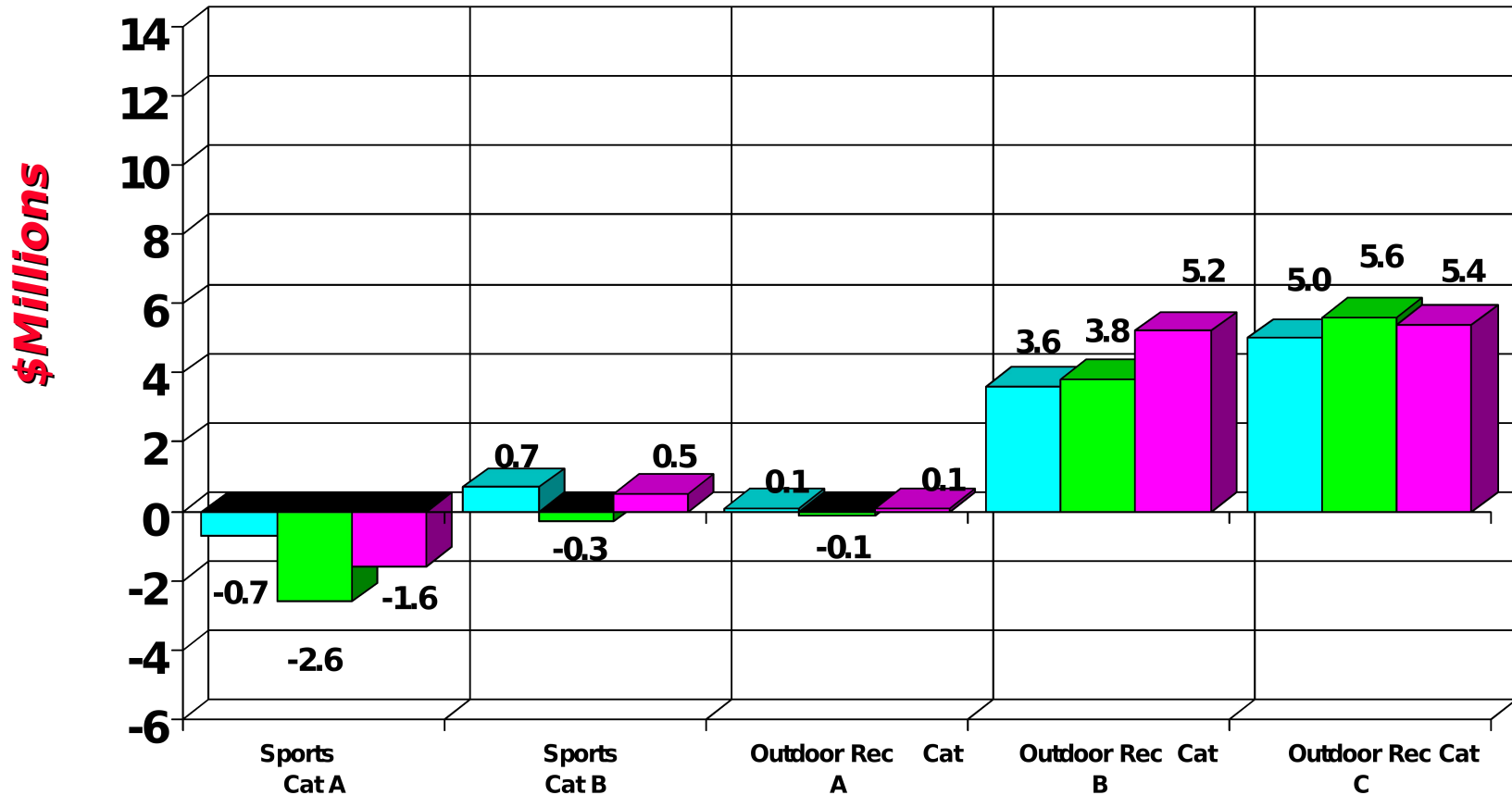
* Percentage Based on MWR USA - Net Revenue

** Includes MACOM HQ and Single MWR Funds

Note: All FY 03 actual data has been adjusted for AAFES error in over distribution in ASD.

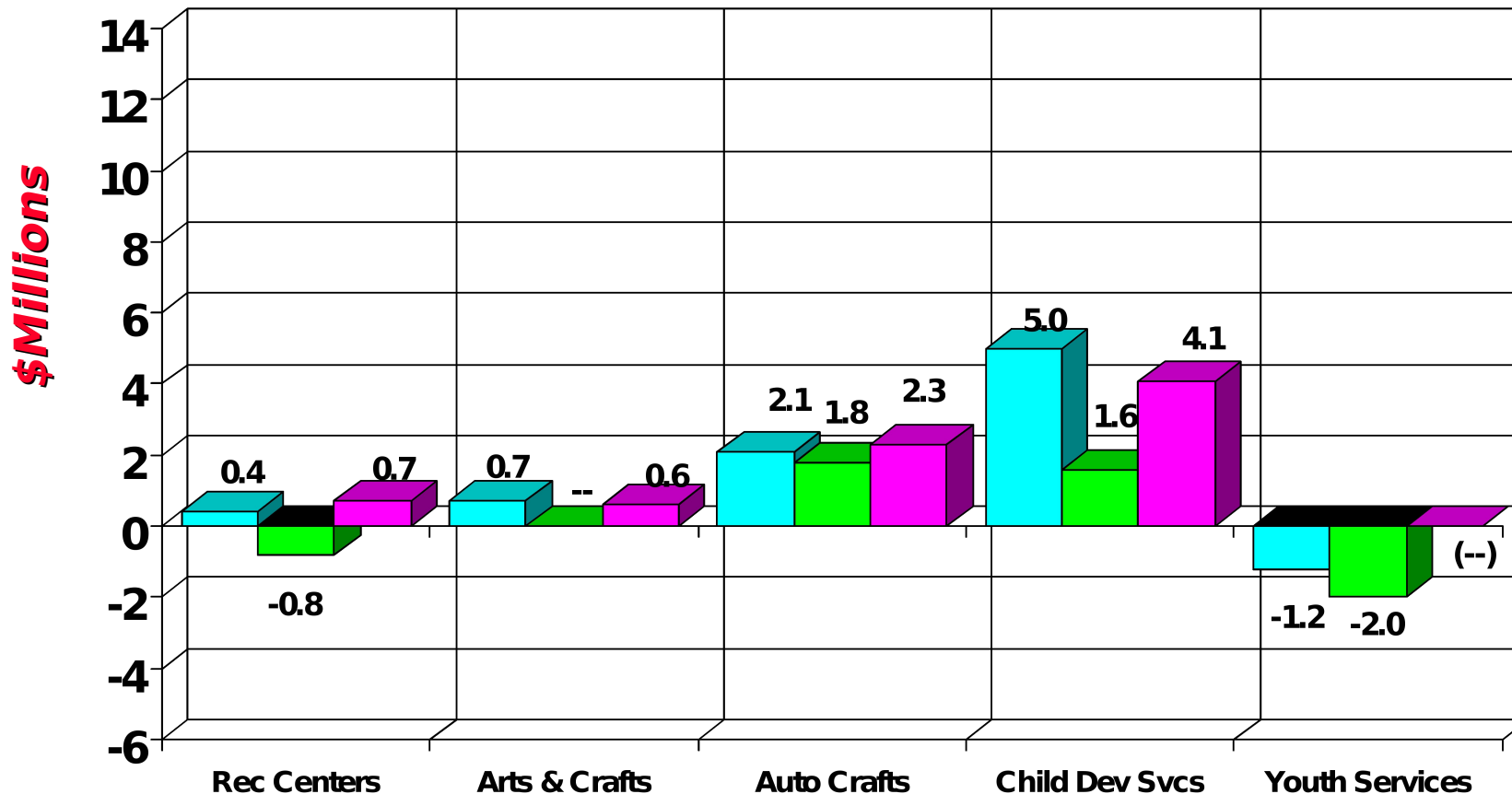
Total MWR NAFIs
NIBD by Major Program (Chart 1)
FY 03 Actual / FY 04 Budget vs Actual

■ FY 03 Actual ■ FY 04 Budget ■ FY 04 Actual



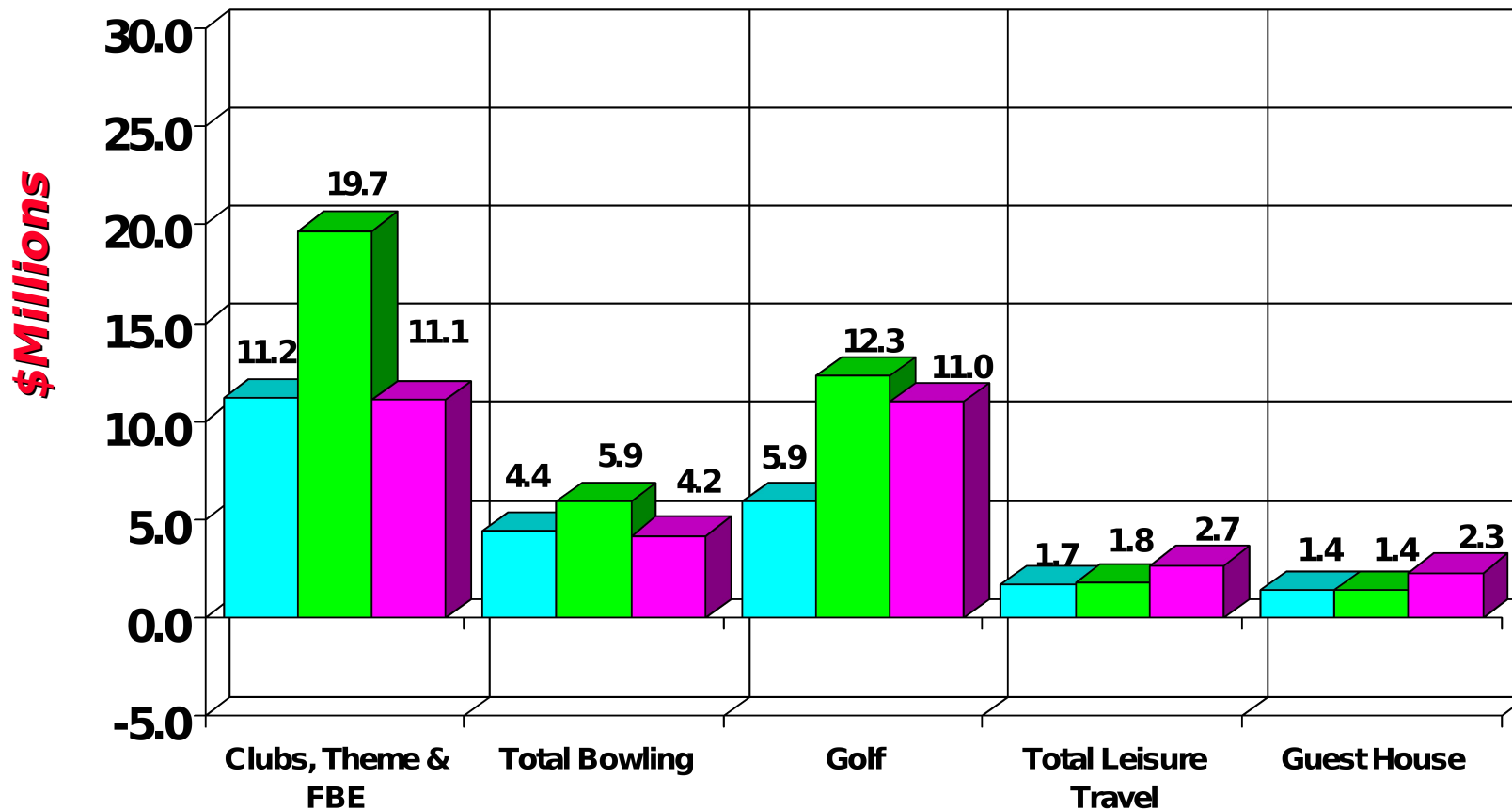
Total MWR NAFIs
NIBD by Major Program (Chart 2)
FY 03 Actual / FY 04 Budget vs Actual

■ FY 03 Actual ■ FY 04 Budget ■ FY 04 Actual



Total MWR NAFIs
NIBD by Major Program (Chart 3)
FY 03 Actual / FY 04 Budget vs Actual

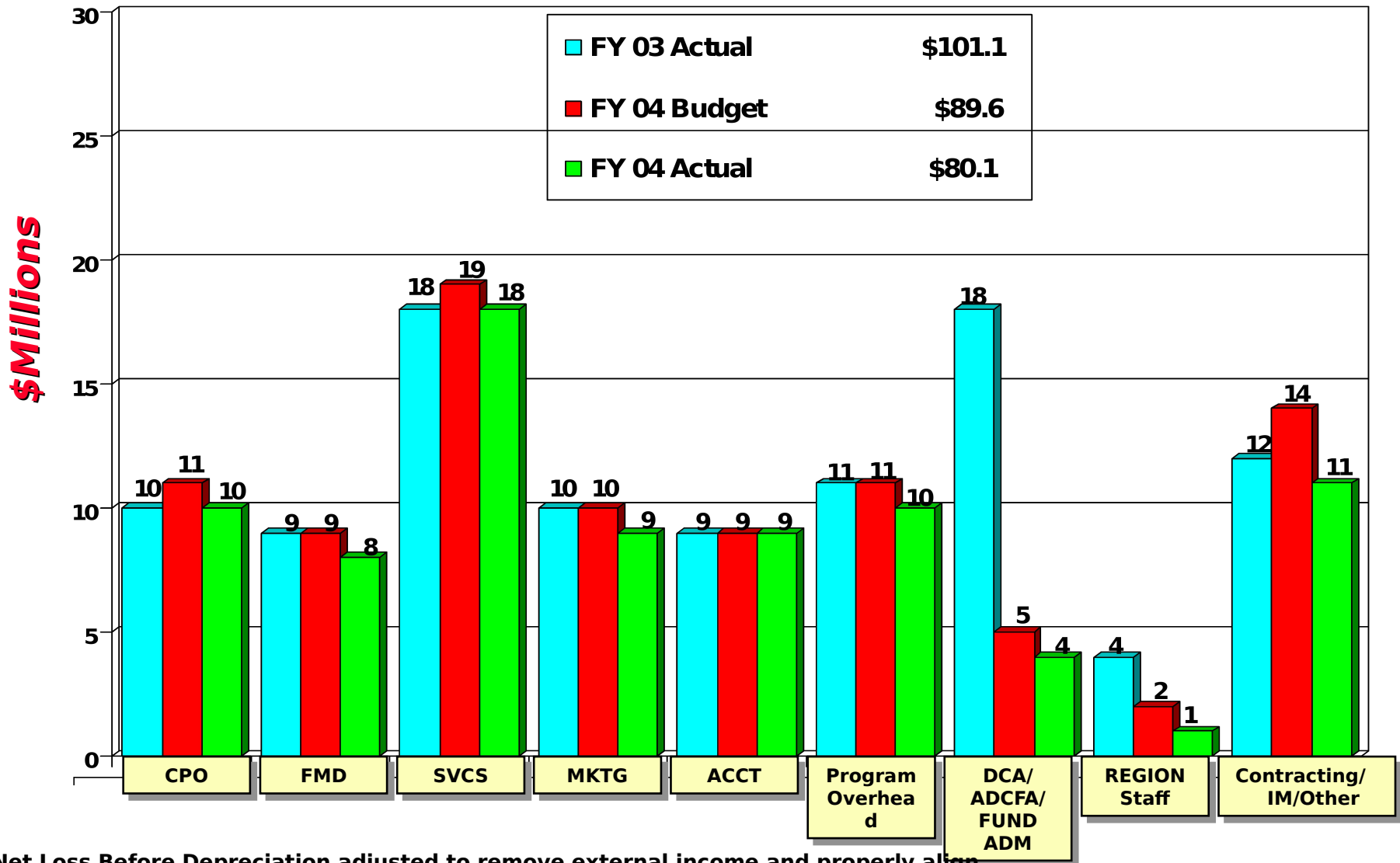
■ FY 03 Actual ■ FY 04 Budget ■ FY 04 Actual



Overhead Costs

FY 03 Actual*

FY 04 Budget vs Actual*



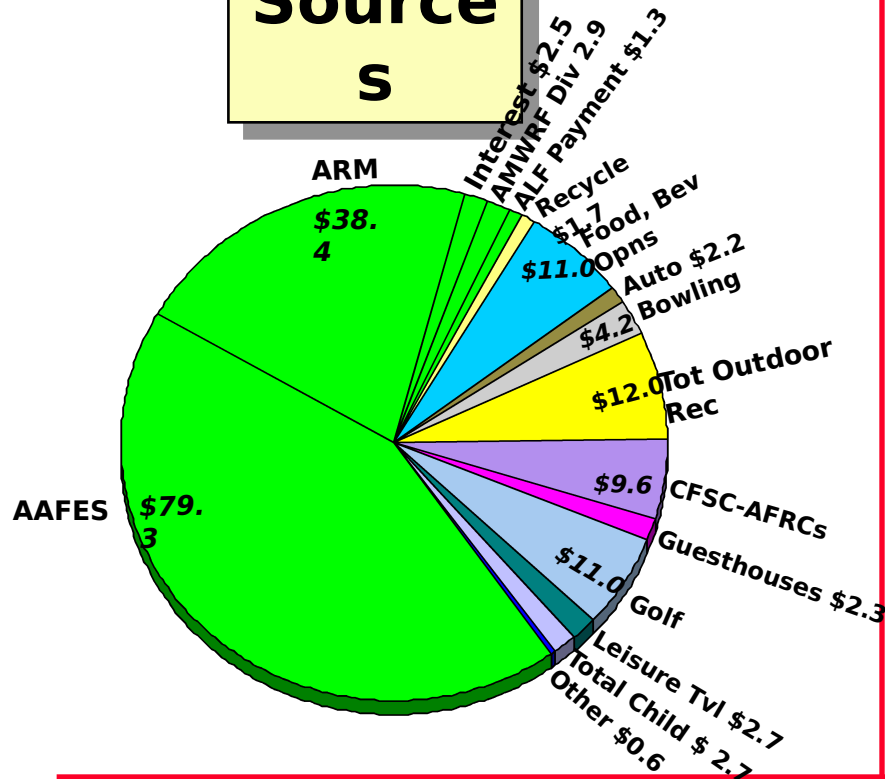
*Net Loss Before Depreciation adjusted to remove external income and properly align expenses.

Garrison/Region MWR Operating Results

Net Income Before Depreciation

FY 04

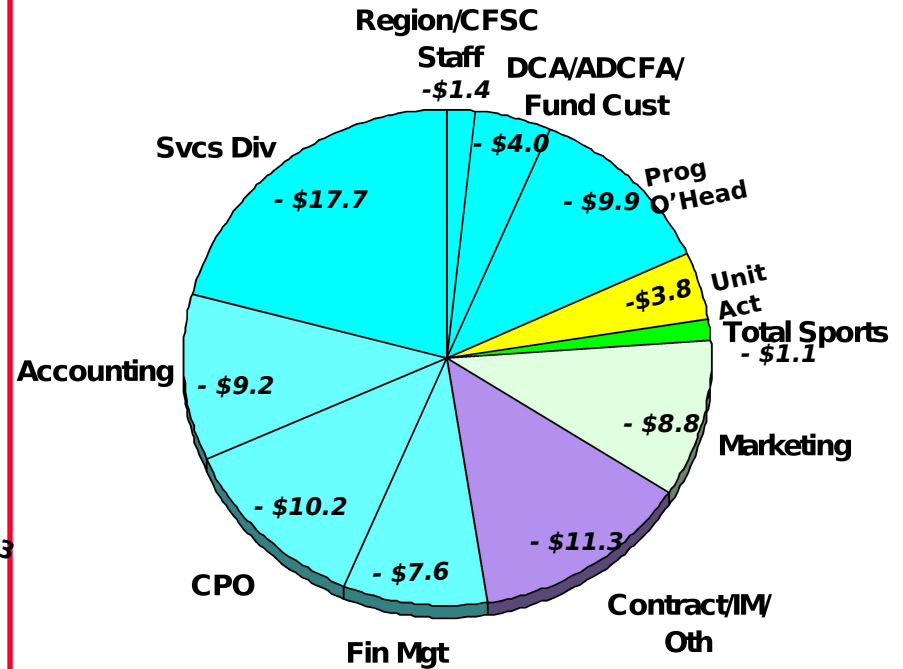
Source s



FY 03

\$196.8M	Income Sources	\$184.4M
-105.2M	Using Activities	-85.0M
\$ 91.6M	Cash Generated From Operations	\$ 99.4M

Uses



FY 04

Notes: Data presented was adjusted to remove external income from operating programs and to align overhead expenses.
FY 03 actual data has been adjusted for AAFES error in over distribution in ASD.

MWR Program Functional NAF Operating Results

\$ MILLIONS	FY 01	FY 02	FY 03	FY 04
Income Generators				
Category C Programs	\$55.0	\$51.1	\$45.9	\$53.1
External Revenue	<u>\$159.8</u>	<u>\$154.2</u>	<u>\$144.5</u>	<u>\$124.7</u>
SUBTOTAL	\$214.8	\$205.3	\$190.4	\$177.8
Income Users				
Category A Programs	-\$4.2	-\$3.9	-\$3.2	-\$4.7
Category B Programs	\$6.9	\$7.4	\$8.7	\$10.1
Overhead Expense	-\$85.2	-\$89.1	-\$88.7	-\$80.1
Capital Reinvestment Asmt	<u>-\$15.2</u>	<u>-\$15.9</u>	<u>-\$15.6</u>	<u>-\$3.7</u>
SUBTOTAL	-\$97.7	-\$101.5	-\$98.8	-\$78.4
NIBD *	\$117.1	\$103.8	\$91.6	\$99.4
% of NET REVENUE	14.7%	13.5%	12.1%	13.0%

* NIBD includes interprogram adjustments

Notes: FY 01 - 04 Percentage based on USA for MWR - Adjusted Revenue.

FY 03 actual data has been adjusted for AAFES error in over distribution in

ASD.










Total MWR NAFIs
FY 04 NIBD
and Local CPMC/NAFMC
Execution (\$000)

REGION	NIBD BUDGET	NIBD ACTUAL	CAPITAL EXPENDITURE EXECUTION *	CAPITAL EXPENDITURE BUDGET *
NORTHWEST	\$4,759	\$4,914	\$4,445	\$5,941
SOUTHWEST	\$6,614	\$10,473	\$7,780	\$9,283
NORTHEAST	\$13,494	\$12,951	\$9,765	\$11,326
SOUTHEAST	\$21,513	\$23,579	\$19,384	\$20,343
PACIFIC	\$4,573	\$4,788	\$3,151	\$4,155
EUROPE	\$5,484	\$3,505	\$12,808	\$18,751
KOREA	\$15,357	\$22,141	\$39,569	\$43,260
CFSC-AFRCs	\$20,185	\$16,656	\$9,447	\$7,900
DLA	\$353	\$248	\$410	\$528
Pent Ath Ctr	\$69	\$92	\$1,178	\$1,941
SUBTOTAL	\$92,402	\$99,347	\$107,937	\$123,428
OTHERS **	\$0	\$71	\$0	\$0
TOTAL	\$92,402	\$99,419	\$107,937	\$123,428

* Capital Expenditures include local payments for CPMC, Minor Construction and Self-Funded NAF Major Construction

** Includes MACOM HQ and Single MWR Funds

Note: CPMC Execution includes \$32.6M in Prepayments for approved major & minor construction projects

Total Army MWR FUNDS Thru: FY 2004			MWR Standards Assessment (\$Millions)			<div> <div>NIBD</div> <div>Assessment</div> <div>Key:</div> </div> <div> <div>≥ 0</div> <div>N/A</div> <div>< 0</div> </div> <div> <div>Budget Variance</div> <div>≤ 10%</div> <div>> 10% ≤ 15%</div> <div>> 15%</div> </div>	
Rated MWR Function	NIBD \$/%	Budget Var	Budgeted NIBD \$/%	Actual NIBD \$/%	Budget Var	Assessment	Remarks
Field NAFI's Roll-up (MWR USA Revenue removed from Tot Rev for calculation of NIBD %)	≥ 8/4%	± 10/15%	\$92.402 11.9%	\$99.419 12.99%	7.6%	G  G	
CAT A NAF (Excludes Unit Activities)	≥ \$0	± 10/15%	(\$3.919)	(\$0.910)	76.8%	R  R ▲	
CAT B NAF (Excludes CDS Assessed Below)	≥ \$0	± 10/15%	\$2.469	\$7.929	221.1%	G  R ▲	
Child Development Services (CDS)	≥ \$0	± 10/15%	\$1.598	\$4.137	158.9%	G  R ▲	
Clubs, Theme, and FBE	≥ 8/4%	± 10/15%	\$19.744 11.4%	\$11.079 6.57%	-43.9%	A  R ▼	
Golf	≥ 19/9.5%	± 10/15%	\$12.293 17.3%	\$11.013 16.07%	-10.4%	A  A ▼	
Bowling > 12 Lanes	≥ 19/9.5%	± 10/15%	\$4.835 13.7%	\$3.444 10.10%	-28.8%	A  R ▼	
APF Execution (Cumulative)	3 RD QTR ≥ 65/60% FY ≥ 90/80%			Execution 130.1%		G 	Additional IMA funding, \$102.7M = 103.6% execution
CPMC + Local NAFMC Execution	NTE NIBD +/- Transfer Limitation and Solvency >= 1:1	Actual vs Budget ≥ 70/50%		Execution 87.4%		R*  G * Execution includes \$32.6M in Prepayments for approved major & minor construction projects.	Budget \$ 123.428 M NIBD Limit \$ 99.419 M Executed \$ 107.937* M
Solvency (Cash/Debt)	≥ 1:1 & ≤ 2:1			End of Period 1.04 :1		G 